

SECTION 1: MAYORAL OBJECTIVE

BUILD STRONG, HEALTHY, AND EDUCATED CHILDREN AND FAMILIES

The Mayor's Objective to Build Strong, Healthy, and Educated Children and Families represents an investment in Baltimore's greatest asset, its residents. This objective aims to:

- Build strong children and families that are: economically stable; free from abuse, neglect, and violence; stably housed; and have opportunities for recreation.
- Build healthy children and families that live in an environment that is safe and health promoting and have access to comprehensive and affordable health care.
- Build educated children and families that have opportunities for lifelong learning so that they can be competitive in an increasingly knowledge-based economy.

SECTION 2: PRIORITY INDICATORS

The Mayor and her Senior Staff identified the following five indicators to monitor overall progress on this Mayoral Objective. Proposals that "move the needle" on these indicators will receive priority consideration for funding. We recognize that many other indicators are important toward achieving the objective of Strong, Health and Educated Children and Families.

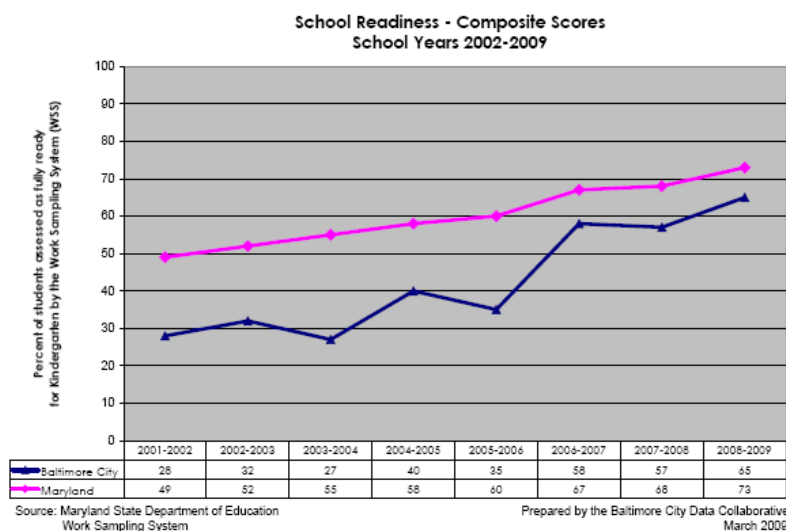
1. Percent of school-aged children using recreation centers

Out of school time opportunities complement the traditional K-12 educational setting to provide school-aged children with diverse learning opportunities. Use of city recreation centers is one important measure of out-of-school time opportunities. Other out-of-school opportunities include after school or summer programs through faith-based organizations, community-based organizations, and other public agencies.

Data not currently available

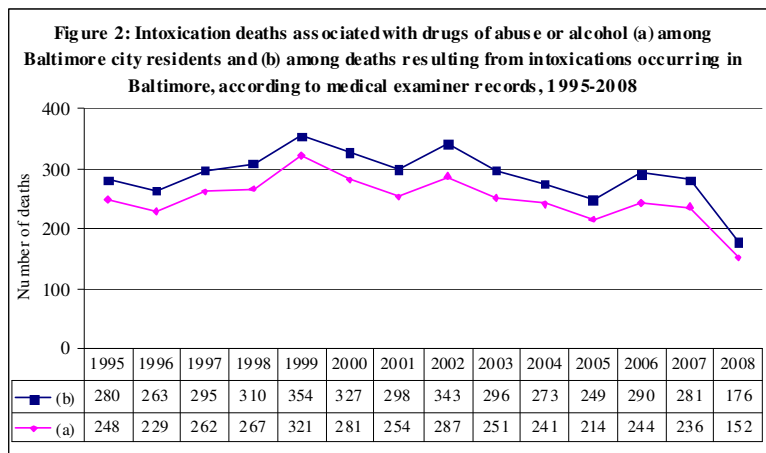
2. Percent of children ready for kindergarten

Children ready for their transition into school are at the stage of human development that enables them to engage in, and benefit from, early learning experiences¹. Other measures of life-long learning opportunities to Baltimore City residents of all ages could be 3rd grade reading levels, student absenteeism, and the percentage of adults with a high school diploma or GED.



3. Substance Abuse Rates

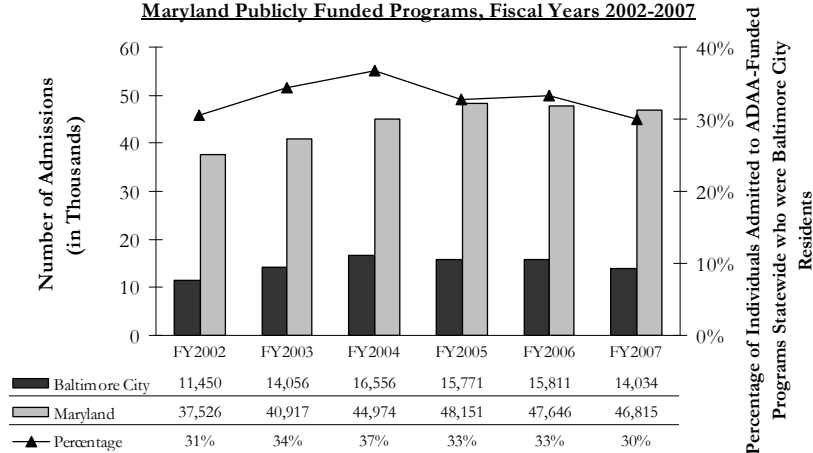
a. Number of intoxication deaths



Source: Baltimore City Health Department Analysis of Data from the Maryland Office of the Chief Medical Examiner

b. Number of substance abuse treatment admissions to Maryland publicly funded programs

Substance Abuse Treatment Admissions of Baltimore City Residents to Maryland Publicly Funded Programs, Fiscal Years 2002-2007



Source: State of Maryland Department of Health and Mental Hygiene Alcohol and Drug Abuse Administration (ADAA)

4. Life Expectancy at Birth of a Baltimore City Resident

Year	Baltimore	Maryland	U.S.
2000	69.2	76.4	76.8
2005	71.6	78.0	77.4
2006	71.8	78.0	77.7

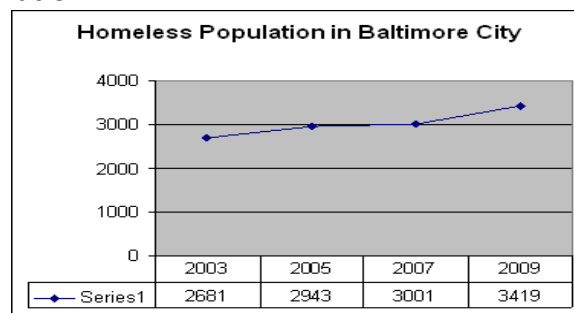
Source: Maryland Data: Maryland Department of Health and Mental Hygiene's Vital Statistics Administration, Annual Vital Statistics Reports; U.S. Data: Heron MP, Hoyert DL, Murphy SL, Xu JQ, Kochanek KD, Tejada-Vera B. Deaths: Final data for 2006. National vital statistics reports; vol 57 no 14. Hyattsville, MD: National Center for Health Statistics. 2009.

Other measures of the health status of Baltimore City residents: the disparities in life expectancy among city neighborhoods, percentage of people with health insurance, infant mortality rate, percentage of low birth weight births, rate of domestic violence-related 911 calls, percent of neighborhoods with access to healthy food and green space.

5. Senior Quality of Life

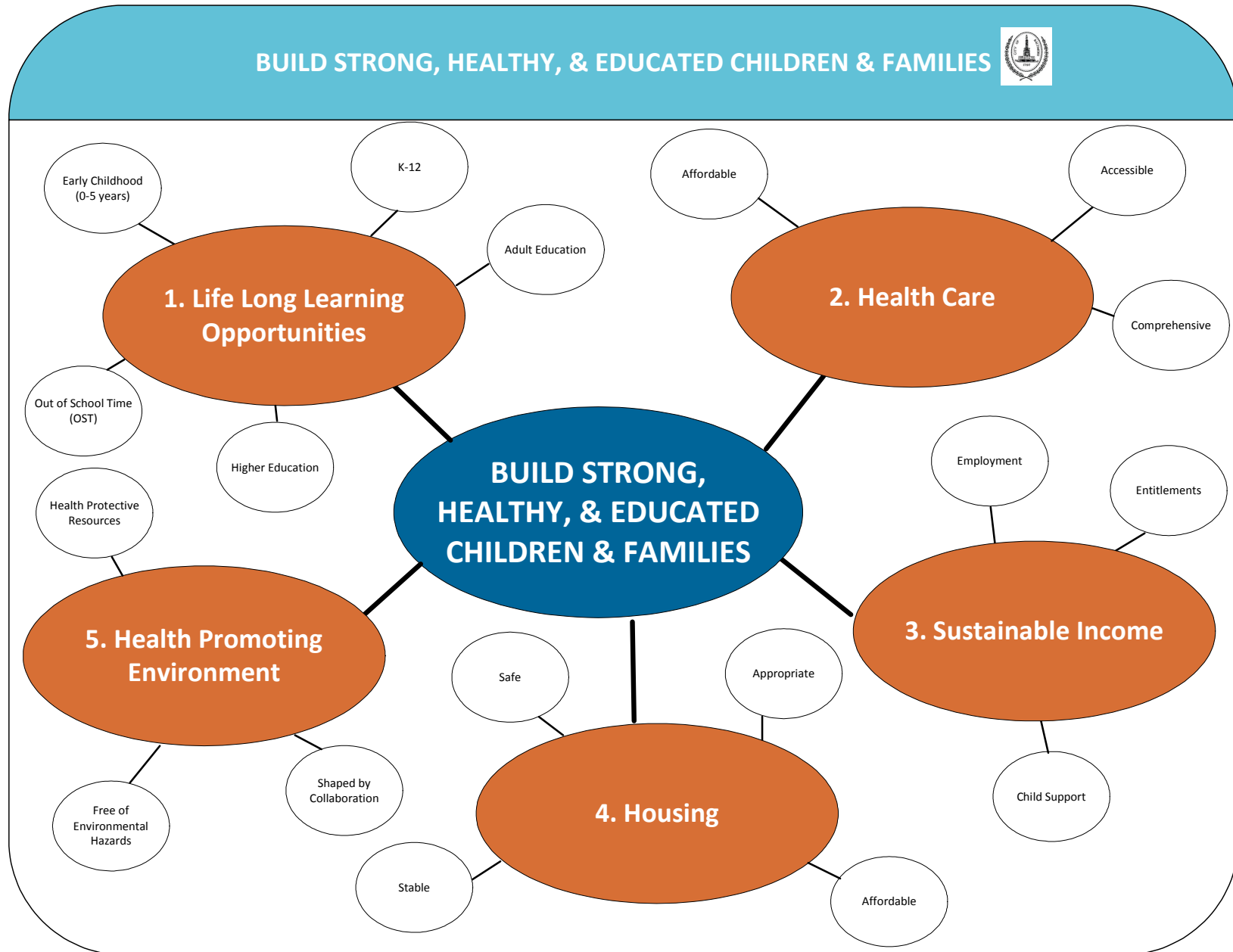
The Results Team seeks input from agencies on how best to measure Senior Quality of Life. The annual Baltimore Citizen Survey is a potentially important source of data for this indicator.

6. Homeless population



Source: City of Baltimore Homeless Census

SECTION 3: CAUSE-AND-EFFECT MAP



SECTION 4: STRATEGIES

Our cause and effect map highlights the primary factors that lead to strong, healthy, and educated children and families. They are: lifelong learning and development opportunities, health, sustainable income, housing, and a safe and a health-promoting environment.

This section describes the primary factors in terms of actionable strategies. As an overlay on these strategies, we seek proposals that incorporate the following principles:

1. **Place-based / neighborhood-based** – proposals that invest in targeted areas of the city by a) understanding those areas' strengths and weaknesses, and b) layering services in those areas that are linked to larger city-wide strategies.
2. **Preventive in nature and driven by opportunity** – proposals that invest in families and children and that address root causes.
3. **Population based (concentration of resources)** – proposals that invest in specific populations in the city with the greatest need.

STRATEGY 1. Expand Lifelong Learning and Development Opportunities

In addition to traditional education (K-12 and higher education), life-long learning covers the life span from early childhood education, to “out of school time” opportunities for youth, to workplace training and development for youth and adults, to educational opportunities for seniors. Lifelong learning opportunity not only expands upon the traditional age range of people engaged in learning, but also the physical environment where learning occurs—lifelong learning takes place not just in the school environment, but in the community as a whole.

We seek proposals that:

- Increase high quality out of school time opportunities for Baltimore City children. Proposals should support access to and promote sustained participation in these programs and foster strong partnerships between schools, families and the community.
- Support high quality early childhood educational opportunities
- Link services and opportunity to the traditional K-12 setting (the East Baltimore Development Inc's (EBDI) community school project is an example of this).²
- Help Baltimore City's young adults transition from high school to higher education opportunities.
- Increase opportunities for high quality adult education

STRATEGY 2. Promote Health Care

We seek proposals that:

- Prevent disease; encourage healthy lifestyles; and make comprehensive health care available and accessible. We want to move away from reacting to health emergencies that could have been avoided.
- Maximize other funding sources (such as federal entitlements).
- Utilize a broad definition of health, including awareness of cultural factors that shape how people seek services, and how lifestyle choices and environmental factors affect individual and community health.

STRATEGY 3. Promote Sustainable Income for Families

A requisite to building a strong, healthy and educated family is a sustainable income with which a family can adequately meet its basic needs (housing, child care, food, transportation, health care, and miscellaneous items). Central to attaining true self-sufficiency is access to education, training, and jobs that provide real potential for skill development and career advancement over the long-term.³

Proposals related to job training and economic development should be directed to the Strengthen Baltimore's Economy and Promote Economic and Cultural Opportunities for All Residents Mayoral Objective.

We seek proposals that:

- Ensure that families access income support that they are entitled to, such as child support, the Earned Income Tax Credit, Food Stamps, etc.
- Facilitate the connection between families and employer-supported programs and services.

STRATEGY 4. Promote Stable Housing

Decent, affordable housing is important to families. The Cultivate Stable, Vibrant, Livable Neighborhoods Mayoral Objective has creating such housing as its highest priority strategy. The focus here is on supporting individuals and families who lack stable housing.

We seek proposals that:

- Advance the Mayor's Ten Year Plan to End Homelessness.

STRATEGY 5. Promote a Healthy Environment

Place (the environmental and social conditions of a community) has a direct impact on health and wellbeing.³

Environmental factors that contribute to the health status of community include:

- what is sold and promoted;
- the convenience of various modes of transportation;
- clean air, water, and soil; and
- opportunities for physical activity.

Other Mayoral Objectives, such as the Cleaner, Greener, and More Sustainable Objective, more directly address expanding transportation options and cleaning the environment.

We seek proposals that:

- Increase access to healthy, affordable food.
- Provide structured recreational programming, particularly for children and youth.
- Use internal and external collaborations to shape the environmental conditions that determine health.

SECTION 5: CRITERIA

Value. Proposals that demonstrate good value tell us what we can expect to be delivered per dollar spent. Value is a measure of both efficiency and the effectiveness of a service.

Strength of alignment with the Mayoral Objective, Priority Indicators, and strategies.

Innovation. Innovative proposals demonstrate new solutions or the degree to which the service improves or re-engineers the way a service is currently delivered. Even high-value services as they currently are delivered have areas for improvement.

Multiple Mayoral Objectives. We seek proposals that demonstrate the ability to address multiple Mayoral Objectives concurrently.

Leverage. We seek proposals that demonstrate the ability to leverage other funds or resources for service delivery, and/or collaborate with other internal or external entities. Partnerships can also be with neighborhood groups or other non-service providers.

Evidence-based. We seek proposals that deliver a service that is proven effective through empirical data or professional best practices. This can be an agency's data gathered through CitiStat or some other performance measurement effort, or reliable data gathered by another organization.

Part of a Strategic Plan. We seek proposals that advance an existing or emerging strategic plan. Strategic Plans outline clear goals and objectives with specific action items, funding sources, individual roles, and time lines. Examples include the Sustainability Plan, Comprehensive Master Plan, Ten Year Plan to End Homelessness, Birth Outcomes Plan, etc.

Customer Service Focus. We seek proposals that focus on providing excellent customer service. Think of customers broadly and to include internal customers, such other City agencies or City staff members, and external customers, including citizens and users of City services.

REFERENCES:

¹ The Maryland State Department of Education (MSDE) definition of "school readiness"

² East Baltimore Development Inc (EBDI). (2009). *Elev8 Baltimore Program*. Retrieved August 19, 2009 from EBDI website Web site: <http://www.ebdi.org/elev8-baltimore.html>

³ Human Impact Partners. (2007). *Connections between Health and Place: Review of the Evidence Base for Health Impacts Of Planning Projects*. Retrieved August 19, 2009, from Human Impact Partners Web site: <http://www.humanimpact.org/EvidenceBase/com.psychrod.eb.EvidenceBase/EvidenceBase.html>